



US Army Corps
of Engineers



USACE CAMPAIGN PLAN REFRESH [R]

“Going from Good to Great”

Strategy & Integration Directorate
HQUSACE
Director, Ms. Allaman

Relevant, Ready, Responsive,



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Briefing Purpose



- **Purpose Today**

- Provide USACE Campaign Plan [R] situational awareness
- Discuss where Readiness XXI fits into the USACE Campaign Plan (CP)
- Solicit your support for the “implementation phase”



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Summary



- **BLUF:** Made changes to Campaign Plan (2005) to align with CG's priorities
 - Refreshed CP within Good-to-Great framework and Chief's Priorities and Tenets
 - Clear recognition of CG's focus on execution
 - Align with Army Priorities
- **Deliverable:** Revised and approved CP by 4 August 2008



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Assumptions

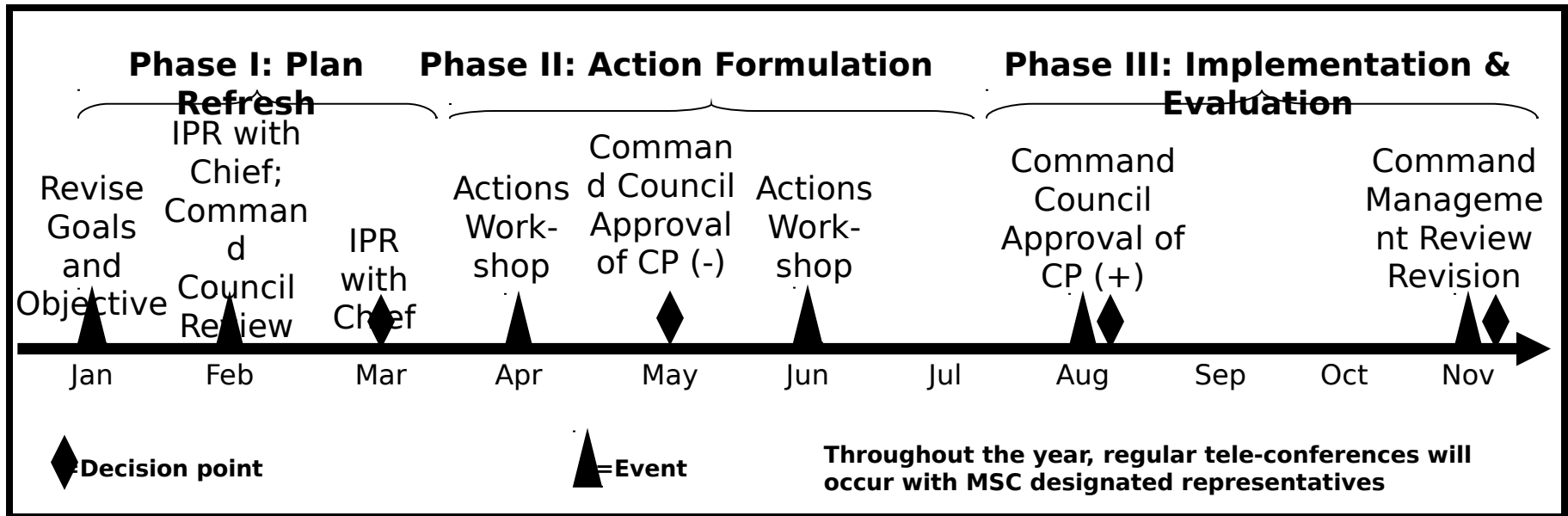
- **Assumptions**

- Goals are to be action and delivery oriented
- Understandable to Army and field personnel
- Chief's priorities are visible and embedded
- Assessment via regular & scheduled events
- Only one Campaign Plan



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2008 CY Timeline





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USACE Campaign Plan [R]



Vision

Mission

Goals

Goal 1. Deliver high performance expeditionary support to global operations and all-hazards missions

Goal 2. Deliver enduring and essential water resource solutions through collaboration with partners and stakeholders

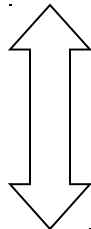
Goal 3. Deliver innovative, resilient, sustainable assets to the Army and the Nation

Goal 4. Build the Team to effectively deliver Civil Works, Military Programs, and, Research and Development programs

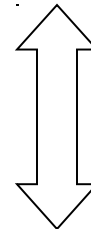
Objective

Strategies

Actions



Implementation of the Campaign Plan





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USACE Campaign Plan Goal 1: Where do Readiness XXI actions nest?



Goal 1. Deliver high performance expeditionary support to global operations and all-hazards missions

Goal Champion: Dr. Sotirin

Obj. 1a. Revolutionize USACE capabilities, responsiveness, and readiness for all-hazard contingency operations and actualize expeditionary global relationships and attitudes

Champions: Mr. Ed Hecker and COL Ford

ACP 3.1, 3.2, 5.3; Chief's Priorities A, D

Obj. 1b. Transform Theater Engineer Command with the capabilities and capacities, to command full spectrum engineer missions in support of Combatant Commanders' Operations

Champion: COL Ford

ACP 3.1, 3.2; Chief's Priority C

Obj. 1c. Establish human resources and family support programs that enhance deployability and quality of life

Champion: Ms. Jeannie Davis

ACP 2.6; Chief Priority B

Obj. 1d. Create a strategic communication environment to institutionalize current and future USACE missions and capabilities

Champion: Dr. Barbara Sotirin and Mr. Ed Hecker

Relevant, Ready, Responsive, 3.1, 3.2, 5.3/ Chief Priority F



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USACE Campaign Plan Goal 2: Where do Readiness XXI actions nest?



Goal 2. Deliver enduring and essential water resource solutions through collaboration with partners and stakeholders

Goal Champion: Mr. Stockton

Obj. 2a. Deliver enduring, integrated water resource management solutions

Champion: Mr. Tab Brown

OMB; Chief's Priority E, F

Obj. 2b. Implement collaborative approaches to effectively solve water resource problems

Champion: Mr. Mike Rogers

OMB; Chief's Priority E, F

Obj. 2c. Implement streamlined and transparent regulatory processes to sustain aquatic resources

Champion: Dr. Mark Sudol

OMB; Chief's Priority F

Obj. 2d. Enable Gulf Coast recovery

Champion: Ms. Karen Durham-Aguilera

OMB; Chief's Priorities E, F



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USACE Campaign Plan Goal 3: Where do Readiness XXI actions nest?



Goal 3. Deliver innovative, resilient, sustainable assets to the Army and the Nation

Goal Champion: Mr. Tyler

Obj. 3a. Deliver consistent and effective Military Construction, Real Estate support to sustainable infrastructure

Champions: Ms. Pat Rivers, Mr. James Dalton, and Mr. Joe Calcara

ACP 2.1, 2.2, 2.3, 2.6; Chief's Priorities B, F

Obj. 3b. Make critical military and civil works infrastructure more secure and resilient

Champions: Mr. Ed Hecker and Ms. Kristine Allaman

OMB; ACP 2.1; Chief's Priority F

Obj. 3c. Lead the Nation in the management of military and water resources infrastructure by using a risk-informed asset management strategy

Champions: Mr. Mike Enschede and Mr. Joe Calcara

OMB; Chief's Priorities E, F

Obj 3d. Develop and apply innovative approaches and tools to the delivery of civil and military infrastructure

Champion: Dr. Barbara Sotirin and Mr. James Dalton

OMB; ACP 2.1, 2.1, 2.3, 2.6; Chief's Priority F



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USACE Campaign Plan Goal 4: Where do Readiness XXI actions nest?



Goal 4. Build the TEAM to effectively deliver Civil Works, Military Programs, and, Research and Development Programs

Goal Champion: Ms. Jeannie Davis

Obj. 4a. Identify, develop, maintain, and strengthen technical competencies

Champion: Mr. James Dalton

ACP 2.1, 2.2, 2.3, 2.6, 3.1, 3.2, 5.3; Chief's Priority A, B, E, F

Obj. 4b. Communicate transparently

Champion: Mr. Wil Berrios

ACP 2.1, 2.2, 2.3, 2.6; Chief's Priority F

Obj. 4c. Standardize business processes through disciplined thought and action

Champion: Mr. Wes Miller

ACP 2.1, 2.2; Chief's Priority F

Obj. 4d. Design and institutionalize tools that enhance the ability to get the right people in the right seat on the bus

Champion: Ms. Jeannie Davis

ACP 4.1, 4.2; Chief's Priority F

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Campaign Plan Action Formulation & Coordination Phase II

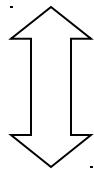


How do we get everyone on the same page?

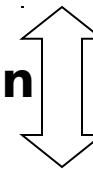
Obj. 1a. Revolutionize USACE capabilities, responsiveness, and readiness for all-hazard contingency operations and actualize expeditionary global relationships and attitudes

Champions: Mr. Ed Hecker and COL Ford

ACP 3.1, 3.2, 5.3; Chief's Priorities A, D



**Implementation of the Campaign
Plan**



Actions	POCs	Key Tasks	Milestone	Metric	Target	Actual

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Campaign Plan Implementation & Evaluation



How do we know if we have gone from good to great?

Obj. 1a. Revolutionize USACE capabilities, responsiveness, and readiness for all-hazard contingency operations and actualize expeditionary global relationships and attitudes

Champions: Mr. Ed Hecker and COL Ford

ACP 3.1, 3.2, 5.3; Chief's Priorities A, D

Command Council (CC)

Command Management Review (CMR)

Command Strategic Review (CSR)

Actions	POCs	Key Tasks	Milestone	Metric	Target	Actual

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Closing



- **Summary:** Readiness XXI Initiative has been planning and implementing good to great “actions”—we need to coordinate and incorporate them into the Campaign Plan Annexes
- **Question and Comments:**



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BACKUP SLIDES



Army Campaign

READINESS XXI
TEAM USACE

OMB

Army
Imperative
s to
Restore
Balance
Campaign
Objectives

Plan
Sustain the Army's
Soldiers, Families
and Civilians

**Prepare Forces for
Victory in the
Current Conflict**

**Reset Forces to
Rebuild Readiness and
for Future Deployments
and Contingencies**

**Transform
to Meet the Demands
of Persistent Conflict
in the 21st Century**

**Man the Army &
Preserve the All-
Volunteer Force**
G-1

**Provide Facilities &
Services to Support
The Army and
Army Families**
ASA (I&E); G-3/5/7

**Support Current
Global Operations
With Relevant &
Ready Landpower**
G-3/5/7

**Train the Army for
Full Spectrum
Operations**
G-3/5/7

**Reset the Army
for Full-Spectrum
Operations**
G-3/5/7; G-8

**Enhance Logistics
Readiness**
G-4

**Transform the
Operating Force**
G-3/5/7;
ASA(ALT); G-8

**Transform the
Generating Force**
G-3/5/7

Major
Objectives

1-1 Adapt Recruiting
Processes to Access
Committed, Adaptive
Volunteers
TRADOC

2-1 Implement
IGPBS/GDPR
G-3/5/7; ASCC

3-1 Provide forces
ISO COCOM
Operational
Requirements
ASCC

4-1 Train Soldiers &
Civilians
G/3/5/7; TRADOC

5-1 Enable Full
Spectrum Capability
through ARFORGEN
Implementation
G-3/5/7; ACOM; HQDA

6-1 Maintain 360
enterprise view of
equipment
Readiness
G-4; AMC

7-1 Grow the Army
& Reorganize AC &
RC into Modular
Formations
G-3/5/7; ACOM; ASCC

8-1 Adapt Leader
Dev & Unit Tng to
Support ARFORGEN
G-3/5/7; FORSCOM;
TRADOC

1-2 Fully Man the
Force to Create
Whole, Cohesive
Units
G-1; DARNG; CAR

2-2 Implement
BRAC
ACSIM; ACOM;
DARNG; CAR; DRU

3-2 Provide Forces
ISO COCOM
GWOT/HD/DSCA
Requirements
ASCC

4-2 Train Units for
Full Spectrum
Operations
G/3/5/7; ACOM; ASCC;
DARNG; CAR

5-2 Fully Modernize
and Equip AC and
RC To Increase
Strategic Depth
G-3/5/7; ASA (ALT); G-8

6-2 Complete LOG
Transformation &
maintain joint
Attributes
TRADOC; AMC

7-2 Develop & Field
FCS & FCS
Spin-outs
TRADOC; ASA (ALT);
G-8

8-2 Adapt Acquisition
& fielding processes
to ARFORGEN
G-3/5/7; ASA (ALT);
AMC; G-8;

1-3 Adapt Recruiting
and Manning
Processes to Support
ARFORGEN
TRADOC; G-1

2-3 Provide Station
ing Capacity To
Grow the Army
G-3/5/7; ASA (I&E);
ACSIM; DARNG; CAR

3-3 Provide Forces
ISO COCOM
SC Requirements
ASCC

4-3 Grow Adaptive
and Competent
Leaders
G/3/5/7; TRADOC

5-3 Improve
Capabilities For
Full-Spectrum
Operations
G-3/5/7; TRADOC

6-3 Implement LOG
Domain Information
Architecture
G-4

7-3 Transition RC
into an Operational
Reserve
G-3/5/7; FORSCOM;
TRADOC; DARNG; CAR

8-3 Develop Force
Generation Platforms
ISO ARFORGEN
G-3/5/7; FORSCOM;
ACSIM; DARNG; CAR

1-4 Reduce Person-
nel Turbulence and
Deliver Responsive
Services
G-1

2-4 Enhance
Quality of Life to
Reduce Deployment
Related Stress
ACSIM; DARNG; CAR

3-4 Continue to
Adapt ARFORGEN
Processes
G-3/5/7; FORSCOM;
TRADOC; AMC

4-4 Provide Training
Support Systems
G/3/5/7; TRADOC;
IMCOM

5-4 Develop
LandWarNet Net-
work Architecture
(Operational)
G-3/5/7; TRADOC; G-6; G-8

6-3 Implement LOG
Domain Information
Architecture
G-4

7-4 Rebalance &
Restructure
AC & RC
G-3/5/7; DARNG; CAR

8-4 Leverage Joint
Interdependence
TRADOC

1-5 Implement
NSPS
G-1

2-5 Develop
Strategies to Mitigate
the Effects of
Persistent Conflict
ASA(MR&A); MEDCOM;
G1; DARNG; CAR

3-5 Achieve DoD/
COCOM/Army
Mobility Requirement
G-3/5/7; TRADOC;
G-8; ASA (ALT)

4-5 Adapt Training
to Reflect the
Changing COE
G/3/5/7; TRADOC

5-5 Provide APS &
ASF to Increase
Responsiveness
AMC

6-3 Implement LOG
Domain Information
Architecture
G-4

7-5 Restructure
Army Aviation
G-3/5/7; FORSCOM;
ASCC

8-5 Develop
LandWarNet
Network Architecture
(Institutional)
G-3/5/7; CIO/G6; G8

2-6 Improve
Soldier/Family
Housing
ASA (I&E); ACSIM;
DARNG; CAR

7-6 Organize
APS & ASF
Into Modular
Configurations
G-3/5/7; G-8; AMC

8-6 Adapt
Capabilities
Development
Process
G-3/5/7; TRADOC

7-7 Adjust AC &
RC TTHS Accounts
G-3/5/7; G1; DARNG;
CAR

USACE Campaign Plan supports USACE Campaign Plan supports
(Civil Works)

USACE Goals 1. Expeditionary (abbr.) 2. Water resources 3. Support to Soldiers (abbr.) 4. TEAM (abbr.) 15
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Chief's Priorities*



- A. Support the Global War on Terror and Expeditionary Forces
- B. Improve support to Soldiers, Civilians, and their Families
- C. Complete the Transformation of the Army ENCOM
- D. Effectively plan and prepare for disaster response
- E. Enable Gulf Coast recovery
- F. Deliver Military, Civil Works, Research and Development, and, Regulatory programs and projects

Note: Not in any order of priority

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Chief's Tenets



- Communicate Transparently
- Focus on your mission
- Team with industry



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Glossary



- **Army Campaign Plan:** A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. See also USACE Implementation Planning; USACE Implementation Planning Working Group. *JCS Pub 1-2, JP 5-0*
- **Strategic Plan:** is a framework for carrying out strategic thinking, direction, and action leading to the achievement of consistent and planned results. Patrick J. Below and George L. Morrissey, The Executive Guide to Strategic Planning, 1987, Jossey Bass Publishers.



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Hierarchy of Terms



Values: What organization believes, emphasizes and rewards, including moral and ethical standards.

Vision: An enduring statement of a desired future condition for an organization, articulating a view of a realistic, credible, attractive future, better in some way than what now exists.

Purpose: The specific and unique reason for existence -- answers the question, "why does the organization exist?"

Mission and Commander's Intent: What the organization is charged to accomplish -- the focus for achieving goals and objectives.

Strategic Goal: Broad -based statement of desired capability or outcome required to accomplish the organizations mission and satisfy the stakeholders.

Strategic Objective: A time-phased accomplishment that is required to realize the successful completion of a strategic goal.

Strategy: A specific measurable action required to achieve a strategic objective. The essential character of a strategy is that it relates to ends to means. Good strategies must be explicit in stating the ends, ways and means.

Actions: Specific tasks in support of an objective, establishing starting and ending times for the action and designating who is responsible and accountable.

Metric: A standard of measurement. specific, outcome-focused, **Relevant, Ready, Responsive,** measurable indicator to assess success in achieving Goals